U.S. Department of Justice
National Institute of Corrections
National Academy of Corrections

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Schedule of Training and...

Schedule of Training and Services for Fiscal Year 1991

Training Today's Correctional Leaders to Meet Tomorrow's Challenges

July 1990

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National Institute of Corrections

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NOTICE

The National Institute of Corrections (NIC) is fully committed to Equal Employment Opportunity and to ensuring representation and full utilization of minorities, women, and handicapped persons in the workforce. NIC recognizes the responsibility of every employer to have a workforce that is representative of this nation's diverse population. To this end, NIC urges agencies to provide the maximum feasible opportunity to employees to enhance their skills through on-the-job training, work-study programs, and other training measures so they may perform at their highest potential and advance in accordance with their abilities. NIC will look favorably upon applications for seminars where nominees for training include fair representation of women, minorities, and handicapped persons.

Editor's Note: Comments from past participants were taken from anonymous post-seminar evaluation forms.

NATIONAL ACADEMY OF CORRECTIONS

Training today's correctional leaders to meet tomorrow's challenges

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GENERAL INFORMATION AND APPLICATION PROCEDURES

The **National Academy of Corrections**, the training division of the National Institute of Corrections (NIC), began operation in Boulder, Colorado, on October 1, 1981, and is in its ninth year of providing training for state and local correctional practitioners. By developing and delivering training for prison, jail, and community corrections practitioners, the Academy serves as a catalyst for interaction among correctional agencies, other components of the criminal justice system, public policymakers (e.g., county commissioners, state legislators), and concerned public and private organizations. Through training, the Institute promotes constructive organizational change and full use of resources to maximize corrections' ability to operate in a fair, safe, efficient, humane, and constitutional manner.

Public hearings, needs assessments, analyses of requests for technical assistance, and discussions with correctional practitioners have led the Academy to offer training in three areas:

- **Seminars for correctional administrators**—to improve administrative and managerial knowledge, skills, and practices that advance the operation of correctional agencies and programs.
- **Seminars for trainer development**—to enhance the capabilities of state and local correctional agencies to deliver training through improving the skills of trainers, providing curriculum materials for use in training, and transferring training technology.
- **Special issue seminars**—to focus on issues of special interest to correctional administrators, the resolution of which can be assisted by training or an integrated approach that includes training.

Each seminar provides several days of intensive training, including small and large group discussions, group exercises, and shared experiences. In most cases, participants develop individual action plans or initiate projects they can implement upon their return home.

BENEFITS

Professionalism—These state-of-the-art seminars increase participants' effectiveness on the job and contribute to their continued professional development. The seminars are led by nationally known experts in the fields of corrections and management.

Specialization—The seminars are designed specifically for correctional practitioners and decisionmakers. Participants learn how to apply the latest techniques to accomplish their objectives.

No cost—The National Institute of Corrections underwrites this training as part of its commitment to improving and advancing the practice of corrections in the United States.

Networking—Classes are composed of a national cross-section of correctional practitioners who have similar interests and needs. Participants have the opportunity to establish beneficial contacts with other professionals in their field.

Resources—During most seminars, participants can tour the NIC Information Center, located in Boulder, Colorado. The Information Center specializes in unpublished materials developed by state and local agencies; disseminates published reports on state-of-the-art issues and programs in corrections; collects, maintains, and disseminates materials in the Correctional Training Network; and maintains a computerized bibliographic data base of its library. Through the NIC Information Center, training participants have access to information that can help them improve their own programs.

Certificate of Attendance—Upon full participation in one of the Academy seminars, participants receive a Certificate of Attendance that documents their professional training.

Course notebook—Participants take home a resource notebook that represents a summary of the seminar—their notes plus special articles, exercises, and information to reinforce the concepts and skills acquired.

FACILITIES, ACCOMMODATIONS, TRANSPORTATION, AND COSTS

Seminars offered by the Academy are conducted at the Raintree Plaza Hotel and Conference Center in Longmont, Colorado. Occasionally a seminar might be conducted at another hotel or conference center in the Boulder/Longmont area or at a regional location. All participants in Academy-based programs are required to reside at the training site for the duration of the program, regardless of the proximity of their homes to the training site.

There are no registration, tuition, or materials fees associated with Academy training. Additionally, for courses offered by the Academy in Longmont, Colorado, the costs of participants' air travel, lodging, and meals are paid by the National Institute of Corrections. Those traveling by means other than air will be reimbursed up to an amount that would have been incurred for economy airfare.

The Academy will provide detailed information concerning air travel, ground transportation, and lodging arrangements for each course upon notification to the applicant of his/her acceptance for participation. Participants are requested to indicate any special dietary restrictions, physical disabilities that require special arrangements, or smoking preference.

Longmont and Boulder are served by Denver's Stapleton International Airport. Regularly scheduled ground transportation is available for the 45-mile Denver/Longmont trip. Participants are responsible for the costs of ground transportation to and from their point of departure and to and from Denver.

ELIGIBILITY AND APPLICATION PROCEDURES

Academy training is available to correctional personnel from the 50 states, the District of Columbia, and U.S. territories and commonwealths. Individuals who meet the eligibility requirements and are interested in participating in an Academy seminar should complete the application form at the end of this document, attach the supplementary materials required in the course description, obtain the necessary endorsement as described in the following section, and mail the application to the National Academy of Corrections.

Applications must give the title and number of the seminar desired. When a particular seminar will be presented more than once, applicants will be considered for each offering in the series until all classes are filled. It is not necessary to apply separately for each offering in the series. If, however, an applicant cannot attend on a specific date listed, the undesirable date should be identified in the appropriate space on the application form. All applications will be acknowledged.

Individuals employed by the Federal Bureau of Prisons or under contract to the Bureau should obtain the endorsement of their warden and send their applications for review and recommendation to:

Senior Deputy Assistant Director
for Human Resources
Federal Bureau of Prisons
320 First Street, N.W., Room 416
Washington, D.C. 20534

All applications must be received at the Academy at least 90 days before the scheduled seminar, but early submission of applications is encouraged.

ENDORSEMENT OF APPLICATIONS FOR TRAINING

The Academy will reject as "incomplete" application forms that do not bear the endorsement of the chief executive officer or the administrator of the agency, as defined below:

- For **jail practitioners**—the sheriff, jail administrator, or director of the department of

corrections, depending on the organizational structure of the agency.

- For **prison practitioners**—the director or commissioner of the state department of corrections.
- For **community corrections practitioners**—the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.

Individuals from **private organizations** who meet the eligibility requirements must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter must verify that the private organization is contractually or statutorily required to deliver services, indicate the nature of the services provided to the correctional agency, and explain how participation in the desired seminar will assist the agency in meeting programmatic needs.

SELECTION OF APPLICANTS

The National Institute of Corrections has a policy to ensure that no individual is discriminated against on the basis of race, color, national origin, gender, or handicap in programs or activities funded or conducted by the Institute. Administrators are therefore encouraged to consider nominating qualified minorities, women, and handicapped employees for participation in these seminars.

Applicants are selected and assigned to seminars on the basis of: 1) their meeting the individual eligibility criteria, and 2) the Institute's desire to maintain a broad cross-representation of men and women, racial and ethnic minorities, and geographical locations. In addition, the Institute attempts to maintain a balance between state and local practitioners and among applicants from jails, prisons, and community corrections agencies.

Applicants should note that in order to maximize the learning experience, enrollment in any given seminar is limited to 24 to 30 participants. Applicants are urged to submit their applications as early as possible to improve their chances of selection.

In emergent situations, the Academy will attempt to place an applicant in a seminar when a direct request is made by the chief executive officer of an agency to the president of the Academy. The normal application requirements must be met, and the request must be made prior to selection of the seminar participants.

CANCELLATIONS

The Academy reserves the right to cancel seminars because of insufficient enrollment, with reasonable notice to participants. If, after acceptance to a training program, a participant is unable to attend, the Academy must be notified as soon as possible. No substitutions can be made by the state or local agency, and all airline tickets provided by the Academy must be returned to the Academy.

SEMINARS AND SERVICES AVAILABLE

This document describes the seminars and other services to be offered by the Academy during fiscal year 1991, which begins October 1, 1990 and ends September 30, 1991. Two application forms for training are included at the end of the document. Those desiring additional information about Academy training opportunities may contact the Academy at:

National Institute of Corrections
National Academy of Corrections
1790 30th Street, Suite 430
Boulder, Colorado 80301

303-939-8855
TDD: 202-307-3156
FAX: 303-442-8837

SEMINARS FOR CORRECTIONAL ADMINISTRATORS

NEW

CURRENT ISSUES FOR EXECUTIVES

—a 30-hour seminar for correctional executives to explore major issues

This seminar directly responds to the interests and needs of participants. Approximately 90 days before the seminar, they will be sent a structured questionnaire soliciting their views on a variety of current issues, such as overcrowding, substance abuse, and intermediate sanctions. Based on their responses, topics for the seminar will be selected, resource materials collected, and subject matter experts identified to act as facilitators.

The seminar will:

- Provide an environment in which executives can meet and explore problems of mutual concern;
- Use consultants as sources of information, rather than as instructors;
- Use a combination of small and large work groups to achieve an end product, such as a position paper, a policy draft, or a journal article.

WHO SHOULD ATTEND

Executives responsible for the operation of correctional agencies (e.g., directors, commissioners, sheriffs, chief probation officers, parole board chairpersons). Correctional administrators one level below the agency head also will be given consideration.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their agency, 2) their duties, and 3) any topics recommended for discussion during the seminar.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-M0301	Mar 10–14, 1991	Dec 10, 1990

THE CHANGING CORRECTIONAL ORGANIZATION

—a 36-hour seminar to help manage organizational change

Correctional managers can count on one thing these days—their organizations will change or be changed. Shifts in sentencing policies, offender populations, correctional personnel, legal constraints, and funding levels all have an enormous impact on corrections. Managers who can deal effectively with scheduled and unscheduled change can better guide and manage their organizations.

This seminar focuses on the theories, skills, tools, and strategies needed to manage change. Participants develop action plans that address change issues in their organizations.

Key topics include:

- Fundamental concepts in the management of change;
- Organizational factors that affect change;
- Tools for diagnosing an organization s readiness for change;
- The manager as the change agent;
- Strategies for overcoming resistance to change;
- Planning and implementing the change process.

WHO SHOULD ATTEND

Correctional administrators and managers who are in a position to effect change in their organizations. Applicants must hold an administrative position in which they supervise other managers or staff supervisors.

APPLICATION REQUIREMENTS

Applicants must attach to their applications: 1) a copy of their current position description, 2) a copy of their agency's organizational chart showing their position, and 3) a statement explaining how this seminar relates to their position and how it will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-M0201	Jan 27-Feb 1, 1991	Oct 27, 1990
91-M0202	Apr 7-12, 1991	Jan 7, 1991

COMMENTS FROM PAST PARTICIPANTS

"Outstanding combination of materials and skilled trainers."

"The strengths of this seminar were material with direct, immediate application; feedback; and group support and validation."

"Knowledgeable instructors! Good mix of participants!"

"The opportunity to interact in a small group on a particular project was valuable. It made me realize the power and strength of a group working together and that I could do the same with groups in my organization."

"The right amount of information presented in the right amount of time."

NEW

ENHANCING HUMAN RESOURCE SYSTEMS

—a 36-hour seminar on integrating all aspects of human resource management

Effective personnel practices are becoming particularly important as corrections experiences both rapid expansion and increased competition for personnel. This seminar examines ways to integrate all elements of human resource systems to hire, train, supervise, and retain an effective workforce.

Key topics include:

- Job/task analysis processes that define specific dimensions for use in selection of employees, pre-service and in-service training, evaluation, and management development;
- Recruitment and selection techniques to ensure hiring the best possible workforce;
- Development of training programs that systematically evaluate and train employees on the basis of current functioning, training needs in current positions, and development for future positions;
- Objective employee evaluation systems based on observed behavior, systematic documentation, and periodic assessments.

WHO SHOULD ATTEND

Individuals responsible for the management of operational units of an agency (e.g., wardens, jail administrators, community corrections administrators), as well as administrators responsible for all elements of personnel and training. Priority will be given to two-person teams made up of an executive administrator and a personnel/training manager.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a copy of their position description or a statement defining their role in the management of personnel functions in their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-S1001	Feb 24-Mar 1, 1991	Nov 23, 1990
91-S1002	Aug 11-16, 1991	May 10, 1991

REVISED

PUBLIC AND MEDIA RELATIONS

—a 36-hour seminar to develop and refine skills for dealing with the public and the media

Many correctional managers feel that the external forces that push and pull them are beyond their control. They must work with the media, policymakers, community groups, local and state legislators, and representatives of the public at large to support the mission of their organizations.

Interacting positively with the public and media and working cooperatively and constructively with others who may not understand the demands of corrections require leadership, good management, and effective communication skills. This advanced seminar helps participants develop the skills and abilities needed to deal effectively with the media and the general public. Videotaping is used extensively to help participants refine their presentation skills.

WHO SHOULD ATTEND

Correctional administrators and managers who are required to interact with individuals and groups outside of corrections (e.g., the legislature, the media, public interest groups). Applicants must hold an administrative position in which they supervise other managers or staff supervisors.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, 2) how their position relates to the organizational structure of their agency, and 3) how this seminar will benefit them and their organization.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-M0203	Oct 28–Nov 2, 1990	Aug 3, 1990

COMMENTS FROM PAST PARTICIPANTS

"Organization, materials, and professional staff were outstanding."

"...the best training session I have ever attended."

"I now realize that inquiries from the news media provide an opportunity for a positive story."

"Participants learned to turn negatives into positives."

"Well focused—staff kept it moving, addressing goals and objectives set by the participants."

MANAGEMENT DEVELOPMENT FOR WOMEN AND MINORITIES

—a 36-hour seminar on management strategies and career issues

Despite the increase of career opportunities in the growing corrections field, qualified women and minorities are often hampered in career advancement because they lack management experience. This seminar is for women and minorities who currently occupy, or have been identified as moving into, administrative positions in corrections.

Discussions address the challenges and attitudinal barriers faced by women and minorities in the correctional setting. Through simulations, self-diagnosis, and other activities, participants review their roles and relationships, leadership and management styles, and strategies to facilitate their career development. Specific management skills and strategies will be addressed through lectures and practical exercises. Each participant sets goals and develops an action plan to guide his or her career development.

WHO SHOULD ATTEND

Female and minority mid-managers (e.g., unit managers, shift supervisors, team supervisors, residential managers) responsible for departments within correctional agencies.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their position and responsibilities, 2) where they see themselves five years from now, and 3) how this seminar will benefit them and their organization.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-M0901	Nov 25–30, 1990	Aug 25, 1990
91-M0902	May 5–10, 1991	Feb 5, 1991

CORRECTIONAL LEADERSHIP DEVELOPMENT

—an 82-hour seminar to develop or enhance leadership skills needed in the changing correctional environment

Corrections faces many challenges as it enters the 1990s. Burgeoning offender populations, shrinking resources, and a changing workforce are only a few of the complex issues that correctional administrators must face. To deal with these challenges, tomorrow's administrators must be more than managers—they must also be leaders.

This seminar is designed to enhance the leadership skills of correctional administrators. Elements of the program include:

- An assessment of individual leadership style, including factors that influence it and strategies for improvement;
- A problem-analysis model that can be applied to agency and personal dilemmas;
- Management/leadership modules from which participants can choose to create personalized learning programs;
- Time for research or study on a topic of interest to the individual participant;
- Discipline-specific small groups, enabling prisons, jails, and community corrections administrators to work with their counterparts on issues relating exclusively to their field.

Each participant is required to identify a project to work on during the seminar for improved operation of his/her agency. The project must have the support and endorsement of the agency's chief executive officer to ensure that the participant will be able to implement the specific plans developed when he or she returns home.

WHO SHOULD ATTEND

Individuals with management responsibility for a prison, jail, or community corrections district or regional office, or administrators with similar levels of responsibility for agency support functions. Deputies of these administrators also will be considered if their applications are supported by a recommendation from the chief executive officer of the agency indicating that the deputy is in line for additional management responsibility.

APPLICATION REQUIREMENTS

The application process for this seminar will be conducted in two phases.

Phase I: Applicants should first complete the Academy application form, supplementing it with a description of their duties and responsibilities and a current organizational chart that clearly indicates their role in the organization.

Phase II: Selected applicants will then be asked to: 1) complete the Myers-Briggs Type Inventory, 2) identify a project to work on during the seminar, and 3) identify a research topic for individual study.

Note: The project statement must be endorsed by the chief executive officer of the applicant's agency. Failure to secure the approval of the chief executive officer will result in disqualification for the seminar.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-M0101	Oct 28-Nov 9, 1990	Aug 3, 1990
91-M0102	Jan 6-18, 1991	Oct 6, 1990
91-M0103	Apr 7-19, 1991	Jan 7, 1991
91-M0104	Jun 2-14, 1991	Mar 2, 1991
91-M0105	Aug 11-23, 1991	May 11, 1991

SEMINARS FOR TRAINER DEVELOPMENT

REVISED

TRAINING FOR TRAINERS OF SMALL AGENCIES

—a 38-hour seminar to develop trainers' basic presentation skills

Instructional material must be presented in an organized and meaningful way to realize the training goal—improving employee job performance. Effective presentations are achievable only when trainers know what to do, and how and when to do it.

This seminar is an introductory course for trainers in small agencies who need the skills and knowledge to deliver training. Participants learn to assess training needs, prepare performance objectives, develop instructional strategies, and evaluate student performance. Other topics include:

- Understanding how adults learn;
- Presenting material;
- Delivering a complete program;
- Managing the classroom;
- Training full-time and part-time trainers;
- Developing training resources and networking with other trainers.

Each participant gains practical experience by presenting a short lesson plan to the rest of the group. Due to the comprehensive nature of this seminar, participants should anticipate evening work assignments.

WHO SHOULD ATTEND

Full- or part-time trainers from county jails or community corrections systems that do not have formal training for instructors available locally.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that: 1) demonstrates they are responsible for developing and implementing their agency's training program, 2) describes the number of staff they supervise or train, and 3) explains how this seminar will be used to increase their agency's capacity to deliver training. Applicants who identify a regional, multi-agency approach to training should name the participating agencies. These applicants will be given first priority in the selection process.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-S0101	Mar 24-29, 1991	Dec 24, 1990

NEW

ADVANCED TRAINING FOR TRAINERS: LEARNING STYLES AND TRAINING STRATEGIES

—a 36-hour seminar exploring adult learning styles and how to incorporate them in the training design

People learn differently. Some learn best when a new topic or concept is introduced through practical applications. Others learn best when beginning with theory, discussion, or observation of others.

This seminar helps trainers understand the differences in learning styles and the need to provide for all styles. It teaches them how to create an effective learning environment that replicates the real world of work. This affords students an opportunity to explore and practice new behaviors or solutions they might use on the job and evaluate their effectiveness. In contrast to "book learning," such training can be more readily translated into improved job performance.

Participants also learn how to develop and use such interactive teaching strategies as case studies, small-group activities, practical exercises, and simulations to enhance the effectiveness of training.

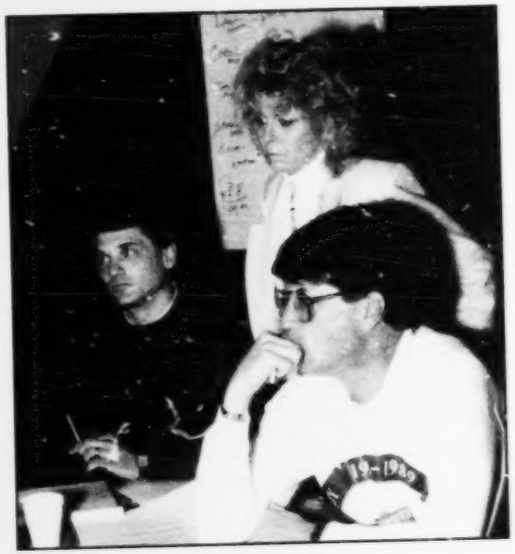
WHO SHOULD ATTEND

Experienced trainers who have completed an instructor training course and are responsible for developing and delivering training for agency staff. Trainers responsible for developing supervisory/management training may particularly benefit from this seminar.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a copy of their position description and documentation that they have completed a basic training for trainers course. If the position description does not define training responsibilities, a supplemental organizational chart or correspondence should be included.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-S0103	Feb 3-8, 1991	Nov 3, 1990



NEW

ADVANCED TRAINING FOR TRAINERS: NEEDS ASSESSMENT AND EVALUATION

—a 36-hour seminar providing in-depth examination of methods to improve the quality of training

As the correctional workforce expands to keep pace with the growing numbers of sentenced offenders, effective training becomes increasingly important. Trainers need to adopt advanced methods of assessing training needs and evaluating training programs and must examine new technologies and creative uses of resources to achieve high-quality programs.

This seminar covers cost-effective training strategies, including structured field training officer programs and creative funding strategies. Participants have opportunities to use the concepts presented in practical applications.

Key topics include:

- Conducting needs assessments;
- Job/task analysis methods;
- Development and validation of tests;
- Evaluation of training programs;
- Transition from training to the job, including structured on-the-job training;
- Classroom training and assessment strategies;
- Making the most of training resources;
- Action planning to increase an agency's capacity to meet its training needs;
- Applications of technologies for training.

WHO SHOULD ATTEND

Formally trained and experienced correctional trainers who are responsible for developing and implementing agency training programs. This seminar is primarily for instructors in the training units of large systems, including departments of corrections, probation/parole agencies, and county jails.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that: 1) demonstrates that they are responsible for developing and implementing their agency's training program, 2) describes the number of staff they supervise or train, and 3) explains how this seminar will benefit them and their agency. Applicants who identify a regional, multi-agency approach to training should name the participating agencies. These applicants will be given first priority in the selection process.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-S0102	Dec 2-7, 1990	Sep 2, 1990

REGIONAL TRAINING MEETINGS

—two meetings in each region to enhance networking and resource sharing among training managers and trainers

Training at the state and local levels can be enhanced when training managers and trainers have an opportunity to meet and exchange ideas with their counterparts in other jurisdictions. To facilitate this, the Academy will sponsor eight training meetings, two in each region of the United States (see map below).

These meetings are designed to develop a network of agency trainers throughout each region and to provide greater access to training. Each meeting will consist of workshops and networking projects. A major focus will be a curriculum fair, which will include the sharing of training materials provided by participants and the Academy.

Regional field coordinators will meet in the fall of 1990 to plan these meetings based on input from training personnel in their regions. They will also design workshops for the regional meetings that will be funded, in part, by the Academy.

Correctional training agencies, universities, colleges, and other appropriate sponsors are encouraged to submit proposals for hosting these regional meetings. Proposals should include:

- Description of the facility, meeting space, and break-out areas;
- Access to airports, major highways, and other transportation;
- Availability of lodging and restaurants;
- Costs associated with facility use and housing;
- Any other feature that makes the site conducive to such a meeting.

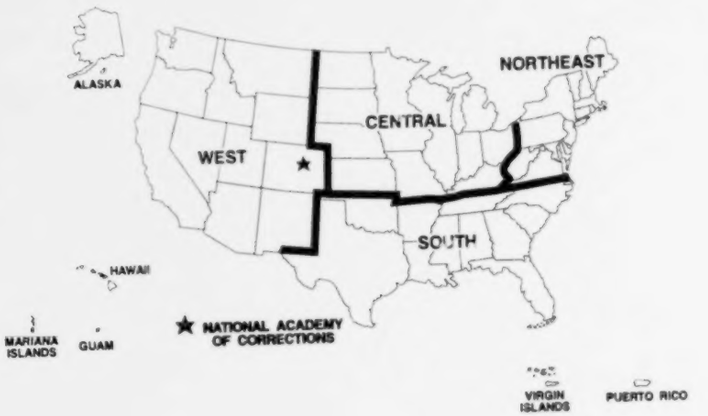
WHO SHOULD ATTEND

Training managers and trainers from state and local correctional agencies. Agencies will be responsible for participant travel and per diem costs.

APPLICATION REQUIREMENTS

Applications should be submitted when the regional meetings are announced. For more information about the meetings or field coordinators for your region, contact the Academy.

NIC ACADEMY TRAINING REGIONS



NEW

COGNITIVE APPROACHES TO CHANGING OFFENDER BEHAVIOR

–an intensive 40-hour, two-session seminar on cognitive rehabilitation methods

Can anything be done to reduce recidivism? Yes—and this seminar offers some of the strategies.

In an extensive review of correctional rehabilitation literature, Canadian criminologist Dr. Robert Ross and his colleagues found that cognitive training was the treatment technique most often associated with successful outcomes. They found that many offenders have significant cognitive deficiencies that place them at high risk for criminal behavior. Many lack basic social skills, have little ability to solve problems, lack empathy, are egocentric, and cannot anticipate the consequences of their behavior. These are not intellectual deficits, but deficits in social intelligence.

This seminar provides training on how to implement the Reasoning and Rehabilitation Program developed by Dr. Ross et al., which is a refinement of an earlier program that has proven to have a positive impact on recidivism. The Reasoning and Rehabilitation Program emphasizes:

- Social skills;
- Interpersonal problem-solving;
- Cognitive style;
- Social perspective-taking;
- Critical reasoning;
- Values;
- Meta-cognition;
- Self-control.

The program is designed for use by correctional staff who are not necessarily specialized professionals. It employs a variety of teaching methods: audiovisual presentations, reasoning exercises, role plays, games, group discussions, and skills training.

The seminar will take place in two sessions. In the first, three-day session, participant teams will learn how to implement the program in their home agencies. After several months of practice using the program, teams will return for a second, two-day session to learn how to train others to use the program. Participants will be required to videotape their use of the program in their home agencies for review and critique during the second session.

Participants will receive a three-volume manual of training materials, along with other training aids.

WHO SHOULD ATTEND

Two- to four-person teams from a community corrections or institutional setting, made up of clinicians, administrators, teachers, trainers, or others who would be implementing such programs. Teams must clearly demonstrate a commitment to attend both sessions, to implement the program in their jurisdictions, and to train others to use the program.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement that: 1) summarizes their interest in and experience with cognitive treatment methods, and 2) describes how they intend to use this training. In addition, they must include a statement of support from their agency administrator regarding implementation of the program and their willingness to share their expertise with other agencies.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-S4301	To be announced	To be announced

REVISED

WORKING WITH FEMALE OFFENDERS

—a 36-hour seminar to familiarize corrections staff with issues related to adult female offenders

The growing number of women entering the criminal justice system and the special problems they bring with them have created a need for a proactive approach to the training of involved correctional staff.

This seminar is targeted for staff who work with or supervise others who work with female offenders. It provides a historical perspective and theories on female criminality, gives a profile of the female offender, and identifies current inadequacies of the correctional system.

The seminar is highly participatory and relies on large-group discussions, small-group assignments, role playing, and peer consultation, as well as lectures. It heightens the awareness of correctional staff that female offenders must receive the same range of services available to male offenders, including opportunities for individualized programming and services that recognize the unique needs of this population.

Each participant is required to deliver a segment of instruction to the other participants.

Key topics include:

- The historical treatment of women in custody and community supervision;
- Myths and early theories about female offenders;
- Current attitudes and sexual stereotyping;
- Benefits and challenges of cross-gender supervision;
- Sensitivity to the special needs of female offenders;
- Legal issues and key court decisions;
- Communication skills for working with female offenders;
- Resources for working with female offenders;
- Techniques to deal with stress related to working with female offenders.

WHO SHOULD ATTEND

Experienced jail, prison, and community corrections staff who work with or supervise others who work with female offenders.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that: 1) describes their present position and responsibilities, including the number of staff they supervise or train, and 2) explains in detail how this training will be shared with other personnel and when the plan will be implemented. This statement must be endorsed by the agency's chief executive officer.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-S0501	Feb 10-15, 1991	Nov 10, 1990
91-S0502	Sep 22-27, 1991	Jun 22, 1991

COMMENTS FROM PAST PARTICIPANTS

"This was fast-paced, 'meaty,' and pertinent to everyday questions and issues."

"Excellent material."

"Intense training with opportunities for personal expression."

"Fast-paced, good present/future focus, good videos! Well done!"

"The instructors were all very professional and provided great role modeling."

NEW

MANAGING GANGS AND DEVIANT GROUPS

—a 36-hour seminar to increase understanding of deviant or potentially deviant groups

In today's correctional environment, managing cohesive groups whose values or objectives are at odds with societal expectations requires specialized knowledge, policies, and procedures, as well as effective communications systems for identifying and tracking these offenders.

This seminar is designed to increase understanding of groups that are involved in deviant activities or have the potential to become involved in such behaviors. These include gangs, terrorist organizations, satanic groups, cults, and extremist groups.

Topics include:

- Sociological bases of groups: reasons for formation, group dynamics, and identification of groups;
- Major deviant groups in the United States;
- Intelligence-tracking models that can be adapted for use;
- Strategies for managing members of formal gangs or deviant groups.

WHO SHOULD ATTEND

Managers of prisons, jails, or community corrections agencies with a policymaking role in the management of deviant groups; central office staff in large correctional systems (multi-facility or district) who are responsible for identifying, tracking, and managing gang members; agency trainers responsible for training staff about gangs and their activities; and individuals responsible for overseeing security operations for an agency.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a copy of: 1) their agency organizational chart showing lines of authority, and 2) their current position description. Central office applicants whose responsibilities for dealing with deviant groups are not included in their position descriptions must also include copies of policies or correspondence indicating those duties.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-M0801	Jun 16–21, 1991	Mar 16, 1991

PROBLEM ANALYSIS FOR EFFECTIVE MANAGEMENT DECISIONS

—a 36-hour seminar to provide correctional administrators with a proven, systematic method of communication and problem solving

Accurate, relevant information is the foundation on which effective management decisions are made. Studying and analyzing problems and preparing concise and factual briefings for management can save millions of dollars and reap enormous benefits for systems that constantly experience change and pressure.

This seminar focuses on the sequential stages of effective problem solving: studying the issue, identifying specific problems, coordinating facts, obtaining staff input at various organizational levels, reviewing available alternatives, and communicating a recommended solution. Lectures and individual and group problem-solving exercises are used.

During the seminar, participants:

- Use case studies to extract vital information;
- Analyze reports and personal writing ability;
- Develop a writing style that communicates information clearly and prompts action on recommendations;
- Learn about reporting formats that categorize and present information for quick reference and response.

WHO SHOULD ATTEND

Two- or three-person teams of correctional administrators, wardens and deputy wardens, sheriffs and jail administrators, administrators and deputy administrators of probation, parole, and other community-based correctional programs; managers of functional units within the correctional system; and agency trainers or individuals with training capability/responsibility within the agency.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement describing: 1) their current positions and responsibilities, including the number of staff they supervise, 2) how this seminar relates to their positions, and 3) how this seminar will benefit them and their agency.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-S1501	Sep 15-20, 1991	Jun 15, 1991

COMMENTS FROM PAST PARTICIPANTS

"The material presented was excellent. Trainers were good teachers and very knowledgeable."

"The strengths of this seminar are the group interaction and resulting decision making process."

"The amount of effort by staff was very evident; their knowledge and expertise were obvious."

"It was an outstanding opportunity to gain knowledge and experience in an area of executive management...."

"The strengths of the seminar are the knowledge and preparation of presenters and the hands on experiences with the techniques of the decision making model."

PRISON SECURITY

—a 36-hour seminar to improve security operations in adult prisons

Maintaining a secure correctional institution requires integration of all services and operations. Perimeter and interior security systems must be complemented by appropriately trained, assigned, and supervised staff; effective policies and procedures; and viable classification systems and strategies for managing different types of offenders. Strong management and ongoing evaluation of activities are also essential.

This seminar focuses on the development of sound management principles as they apply to prison security. The integration of all services and operations is stressed as a means of maintaining a safe and secure institution.

Key issues include:

- Physical plant security;
- Staffing analysis;
- Roster management;
- Unit management;
- Legal issues (historical overview and current issues);
- Classification;
- Management of prison gangs;
- Management of information systems;
- Monitoring and auditing (internal controls) of security operations;
- Use of high technology.

WHO SHOULD ATTEND

Correctional managers who have direct control or oversight responsibility for the security operations of an adult prison, such as regional directors, wardens/superintendents, assistant or associate wardens/superintendents, and chiefs of security.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, and 2) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-S3201	Dec 9-14, 1990	Sep 9, 1990
91-S3202	Apr 21-26, 1991	Jan 21, 1991

COMMENTS FROM PAST PARTICIPANTS

"I feel my own performance will improve because of this seminar."

"The trainers were informed, accepted challenges, and were open minded."

"The strength of this seminar was the applicability to issues I deal with daily."

"The number of different states and facilities represented (by the participants) was extremely useful and helpful."

"There was a great amount of knowledge transmitted during the seminar and [during] off time."

NEW

JAIL SECURITY

—a 36-hour seminar to help improve security in local jails

This seminar focuses on security as an integral element in all aspects of jail planning, design, and operation. Emphasis is placed on demonstrating how security is achieved through appropriate inter-relationships among the design features of the physical plant, high-technology security components, staff training, and operational policies and procedures.

A major goal of the program is to reinforce the concept that security is achieved through good jail management and operations. The "security" vs. "programs" conflict that is often characteristic of local jails is addressed.

Key topics include:

- Functional definitions of the security envelope;
- Classification;
- Security/custody issues;
- Staff training issues;
- Security audits and internal controls.

WHO SHOULD ATTEND

Sheriffs, jail administrators, and managers who have direct responsibility for the operation of a jail or local correctional facility.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their current position and responsibilities, and 2) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-S3203	Jan 6-11, 1991	Oct 3, 1990

TREATMENT SKILLS FOR PROFESSIONALS WORKING WITH SEX OFFENDERS

—a 36-hour seminar to train correctional teams in methods of treating sex offenders

With increased public attention on both child sexual abuse and rape, reporting of sex crimes has increased substantially. This has led to an influx of sex offenders into the criminal justice system, which has found corrections without sufficiently trained clinicians to treat this unique offender group.

This seminar is designed to train clinicians in methods of treating sex offenders and to provide them with a specialized curriculum and training materials to train others.

Topics include:

- Incidence and prevalence of sex offenses;
- Difficulties and common therapeutic problems in treating sex offenders;
- Sex offender characteristics and how they differ from those of other clients;
- Offender assessment techniques and treatment strategies;
- Measurement of treatment progress;
- The roles of spouse and victim in treatment;
- Case studies of the ten most common errors made in treatment.

This intensive seminar includes a variety of learning activities, readings, lectures, and role plays. Participants receive a set of detailed lesson plans and training aids to assist them in training others.

WHO SHOULD ATTEND

Two-person teams of mental health or corrections professionals working in a prison, jail, or community corrections agency who are responsible for providing treatment services to sex offenders.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement describing: 1) their clinical background and training, 2) their training and experience in treating sex offenders, 3) their current clinical responsibilities, and 4) how they will use the information from this seminar to train other clinicians in their jurisdiction.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-S3301	Dec 2-7, 1990	Sep 2, 1990
91-S3302	Sep 8-13, 1991	Jun 8, 1991

COMMENTS FROM PAST PARTICIPANTS

"Lots of solid information presented in a thorough fashion."

"All the consultants were outstanding and extremely approachable."

"Extremely supportive environment."

"Outstanding in every way—I was really impressed!"

"The trainers'...interaction with us was down to earth and invaluable."

NEW

STATEWIDE COORDINATION OF COMMUNITY SERVICES FOR SUBSTANCE-ABUSING OFFENDERS

—a 20-hour seminar on planning and managing statewide services for substance-abusing offenders

This seminar brings together officials from both the state agency for substance abuse and the state agency for community corrections. While both agencies may be responsible for planning, funding, monitoring, and evaluating community-based substance abuse treatment or supervision programs, they may perceive their missions quite differently.

The seminar helps these agency officials develop a clear sense of each other's mission, formulate common mission statements for both treatment and community corrections agencies, and begin to develop interagency agreements that will enhance their joint efforts. The program focuses on strategies for making interagency agreements work, including:

- Commitment and expectations of each party;
- Service mandates and chains of command;
- Legal issues, such as confidentiality and liability;
- Research, evaluation, and information sharing;
- Resource allocation;
- Common nomenclature;
- Dispute monitoring;
- Special populations, such as the mentally retarded and mentally ill.

Examples of successful statewide coordination and interagency agreements are presented and discussed.

WHO SHOULD ATTEND

Two-person teams comprised of the director of the state agency for substance abuse and the state-level director of community corrections programs who is responsible for implementing substance abuse programs.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement describing: 1) their individual responsibilities for community-based substance abuse programs, 2) any existing or planned formal agreements between the two agencies, and 3) the desired outcomes of this seminar for the two agencies.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-S1701	Feb 24-27, 1991	Nov 23, 1990

NIC ACADEMY CALENDAR OF EVENTS

	1990			1991								
	October	November	December	January	February	March	April	May	June	July	August	September
SEMINARS FOR CORRECTIONAL ADMINISTRATORS												
Current issues for Executives						Mar 10–14						
The Changing Correctional Organization				Jan 27–Feb 1			Apr 7–12					
Enhancing Human Resource Systems					Feb 24–Mar 1						Aug 11–16	
Public and Media Relations	Oct 28–Nov 2											
Management Development for Women and Minorities		Nov 25–30						May 5–10				
Correctional Leadership Development	Oct 28–Nov 9			Jan 6–18			Apr 7–19		Jun 2–14		Aug 11–23	
SEMINARS FOR TRAINER DEVELOPMENT												
Training for Trainers of Small Agencies						Mar 24–29						
Advanced Training for Trainers: Learning Styles and Training Strategies					Feb 3–8							
Advanced Training for Trainers: Needs Assessment and Evaluation			Dec 2–7									
Regional Training Meetings	Dates to be announced											
ACADEMY SPECIAL ISSUE SEMINARS												
Cognitive Approaches to Changing Offender Behavior	Dates to be announced											
Working with Female Offenders					Feb 10–15							Sep 22–27
Managing Gangs and Deviant Groups									Jun 16–21			
Problem Analysis for Effective Management Decisions												Sep 15–20
Prison Security			Dec 9–14				Apr 21–26					
Jail Security				Jan 6–11								

	1990			1991								
	October	November	December	January	February	March	April	May	June	July	August	September
Treatment Skills for Professionals Working with Sex Offenders			Dec 2–7									Sep 8–13
Statewide Coordination of Community Services for Substance-Abusing Offenders					Feb 24–27							
A Systems Approach for Managing Substance-Abusing Offenders				Jan 27–Feb 1								
Managing Medical Services in Corrections									Jun 9–14			
A Systems Approach to Working with Mentally Ill Offenders										Jul 21–26		
A Systems Approach to Managing Chronically Ill Inmates		Nov 4–9										
JAIL SPECIAL ISSUE SEMINARS												
Key Issues in Jail Administration			Dec 9–14							Jul 28–Aug 2		
Administering the Small Jail	Oct 14–19										Aug 25–30	
PRISON SPECIAL ISSUE SEMINARS												
Developing and Implementing an Effective Career Development Program			Dec 2–7									
Prison System Master Planning and Development						Mar 3–8						
Prison Industries Marketing Strategies									Jun 2–7			
Recruitment Strategies for the 1990s							Apr 21–26					
Evaluating Objective Classification Systems					Feb 10–15							
Chronic and Traumatic Stress in the Prison Environment										Jul 7–12		
COMMUNITY CORRECTIONS SPECIAL ISSUE SEMINARS												
Orientation for Parole Board Members									Jun 23–28			
Offender Treatment in an Era of Risk Control and Public Protection						Mar 17–22						

NEW

A SYSTEMS APPROACH FOR MANAGING SUBSTANCE-ABUSING OFFENDERS

—a 36-hour seminar to help community and institutional staff better manage and treat substance-abusing offenders

As substance-abusing offenders move through the criminal justice system, they often are exposed to programs that address their problems in an uncoordinated and ineffective manner. This seminar focuses on improving coordination among the many agencies and institutions that share responsibility for these offenders.

The seminar brings together teams of correctional staff representing both community corrections and institutions. They evaluate their current substance abuse programming and its effectiveness, assess existing linkages among various public and private agencies, and formulate plans to address deficiencies identified and improve coordination of programs and continuity of services.

Participants examine promising service-delivery models at each critical stage of the criminal justice system, analyze the conditions necessary for establishing and maintaining successful programs, and develop strategies for effectively linking programs across agency lines.

WHO SHOULD ATTEND

Jurisdictional teams consisting of three people. Depending on the jurisdiction, participants might include administrators, planners, or program managers from probation, parole, jails, or prisons. If appropriate, representatives from public or private substance abuse treatment or mental health agencies should attend.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement describing: 1) current substance abuse programming in their jurisdiction, 2) the need for improved services, and 3) the role each team member plays in planning, implementing, coordinating, or managing current or future programs.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-S2901	Jan 27-Feb 1, 1991	Oct 27, 1990

EXPANDED

MANAGING MEDICAL SERVICES IN CORRECTIONS

—a 36-hour seminar for institutional health care managers

Health care managers in prisons and jails must provide quality medical, dental, and mental health services in an environment with numerous constraints and pressures. They must deal with increasing populations, limited resources, and the constant threat of inmate litigation. They often face conflicts between professional standards and concerns and the reality of the secure correctional environment.

This seminar is designed for institutional health care administrators new to the manager's role and/or to the correctional environment. The overall goal is to enhance each participant's management, supervisory, and leadership skills as a professional in correctional health care. During this highly participatory seminar, health care managers work in small groups with their peers on common problems.

Key topics include:

- A systems perspective on planning, managing, and budgeting correctional health care services;
- Effective recruitment, training, supervision, and retention of health care staff;
- Legal and ethical issues;
- Strategies for surviving professionally and personally in the secure environment.

WHO SHOULD ATTEND

Correctional health care managers in prisons and jails who are responsible for planning, managing, budgeting, and supervising staff.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement describing: 1) their health care responsibilities, including an organizational chart or list showing the number and type of staff they supervise, and 2) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-S1301	Jun 9-14, 1991	Mar 8, 1991

COMMENTS FROM PAST PARTICIPANTS

"The networking with other individuals with similar problems was very helpful."

"...extremely interesting and educational—it will be useful in my day-to-day operation."

"...one of the best experiences I have had in the last ten years in correctional medicine."

"Thank you for this opportunity. I have increased my management skills and knowledge."

"...[it gave me] a sense of hope."

A SYSTEMS APPROACH TO WORKING WITH MENTALLY ILL OFFENDERS

—a 36-hour seminar to help agencies better manage mentally ill offenders

Mentally ill offenders increasingly have become the responsibility of the correctional system as secure mental health facilities have become less available. Too often, these individuals are passed from one agency to another, with little coordination or continuity of services or supervision.

This highly participatory seminar helps administrators from both corrections and mental health agencies assess their current approach to managing mentally ill offenders and develop realistic and workable strategies for implementing improved services. Teams identify the strengths and deficiencies of service provision in their jurisdictions and develop an action plan for more effective system responses. Model programs and systems are presented for comparison purposes.

Key topics include:

- Identifying offenders who exhibit symptoms of mental illness;
- Conducting timely assessments of these offenders;
- Assessing existing and potential dispositions in both corrections and mental health settings;
- Developing adequate follow-up resources as offenders leave confinement and return to the community.

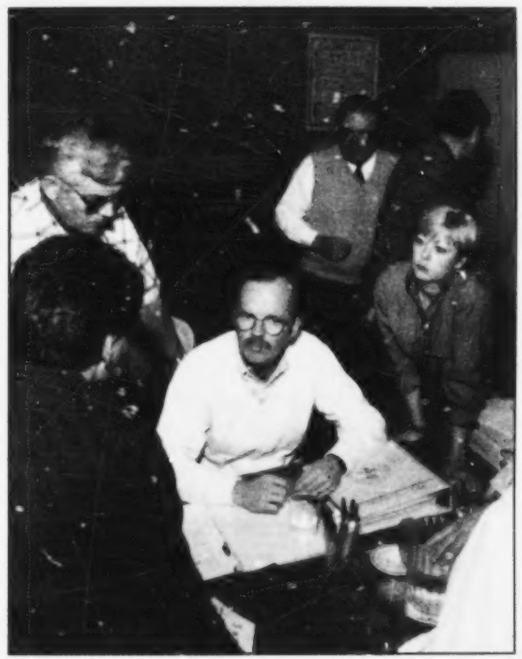
WHO SHOULD ATTEND

Three-person teams made up of administrators from mental health agencies, state and local correctional institutions, probation, parole, or other agencies that are responsible for treating, managing, or supervising mentally ill offenders.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement describing: 1) the issues they will address in an action plan, and 2) the role each team member plays in dealing with mentally ill offenders.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-S3101	Jul 21-26, 1991	Apr 21, 1991



NEW

A SYSTEMS APPROACH TO MANAGING CHRONICALLY ILL INMATES

—a 36-hour seminar to improve institutional programs for inmates with severe, long-term medical conditions

Management of chronically ill inmates is an increasing challenge for corrections. Several factors contribute to the growing number of chronically ill inmates: longer sentences resulting in a larger geriatric population with medical problems associated with aging, and a significant increase in drug offenders who have AIDS.

As this population continues to grow, correctional systems are faced with escalating medical costs, insufficient medical and specialized health care facilities, the need to meet legal and professional standards of care, and the need to hire and retain qualified health care professionals.

This seminar helps teams of officials responsible for programming for chronically ill offenders plan for increasing numbers of these offenders and implement appropriate programs. Key topics include:

- Legal issues related to standards of health care for chronically ill inmates;
- Developing new data systems;
- Alternative approaches to providing health care services, including privatization;
- Model programs for chronically ill inmates;
- Environmental considerations in providing health care to chronically ill inmates;
- Developing helpful relationships with community health care facilities.

Participant teams review their current needs and programs for chronically ill inmates and develop action plans for implementation in their states.

WHO SHOULD ATTEND

Four-person teams made up of correctional fiscal managers, state medical services administrators, clinical directors, and others who are responsible for planning, implementing, or managing programs for chronically ill inmates.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement: 1) describing their agency's problem related to chronically ill inmates, 2) describing current programming efforts, and 3) indicating a commitment to improve existing services for chronically ill inmates.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-S1801	Nov 4-9, 1990	Aug 3, 1990

JAIL SPECIAL ISSUE SEMINARS

KEY ISSUES IN JAIL ADMINISTRATION

—an intensive 36-hour seminar on essential jail administrative functions

While many basic management courses are available through a variety of sources, this is the first course of its kind to focus on developing an understanding of the jail administrative functions that must be managed. The seminar focuses on administrative issues that are key to successful jail operations.

Topics include:

- Food service administration;
- Medical and mental health service administration;
- Classification and inmate programs;
- Staffing and resource allocation;
- Fiscal planning and internal controls;
- Information management.

These areas are explored individually, with emphasis on the implications of legal requirements, standards, policy and procedures, risk management issues, and internal controls.

The seminar prepares jail administrators to use their skills and resources in effective decision-making. It provides them with essential information and develops a broader understanding of the scope of activities and duties necessary to successfully perform their responsibilities. Participants are afforded an opportunity to build their skills in budgeting, resource management, and developing internal controls. They receive a comprehensive list of available resources related to the key issues addressed during this program.

WHO SHOULD ATTEND

Sheriffs, directors of corrections, and jail administrators who have direct responsibility for administering a jail with a rated capacity of 75 to 500 beds. Applicants should already have formal training or experience in the techniques of effective supervision and management. The course requires considerable out of class work on a special project during the week. Persons unwilling to commit to an intensive work week should not apply.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that describes: 1) their present position and responsibilities, 2) the number of staff they supervise, 3) how this seminar relates to their position, and 4) how this seminar will benefit them and their agency.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-J1701	Dec 9-14, 1990	Sep 7, 1990
91-J1702	Jul 28-Aug 2, 1991	Apr 26, 1991

COMMENTS FROM PAST PARTICIPANTS

"Subject matter, relevancy of material, and timeliness to my situation were perfect; best training yet for someone in my position."

"...clearly brought into focus the role of a jail administrator and provided a simple format to assist in bringing the job into perspective."

"Very impressed with the knowledge and skills of the staff...."

"...provided common threads that help support a new perspective and understanding of the administrator's role."

ADMINISTERING THE SMALL JAIL

—an intensive 36-hour seminar focusing on the special issues facing managers of small jails

Small jails represent over 60 percent of the 3,316 local jails in the United States. While they have lower average daily inmate populations than larger jails, small jails are faced with the same operational, administrative, constitutional, and financial issues.

This seminar recognizes that the duties of small jail administrators often include line and first-line supervisory functions as well as responsibility for managing the complete spectrum of services essential to a full-service jail operation. Program emphasis is on developing a strong, substantive understanding of generally accepted professional practices related to key issues in jail administration.

The seminar focuses on administrative issues that are key to successful jail operations. Topics include:

- Food service administration;
- Medical and mental health service administration;
- Classification and inmate programs;
- Staffing and resource allocation;
- Fiscal planning and internal controls;
- Information management.

These areas are explored individually, with emphasis on the implications of legal requirements, standards, policy and procedures, risk management issues, and internal controls.

This seminar prepares jail administrators to use their skills and resources in effective decisionmaking. It provides them with essential information and develops a broader understanding of the scope of activities and duties necessary to successfully perform their responsibilities.

WHO SHOULD ATTEND

Sheriffs, jail administrators, or other individuals responsible for administering a jail with a rated capacity of less than 75 beds.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that describes: 1) their present position and responsibilities, 2) the number of staff they supervise, 3) how this seminar relates to their position, and 4) how this seminar will benefit them and their agency.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-J1801	Oct 14-19, 1990	Jul 31, 1990
91-J1802	Aug 25-30, 1991	May 25, 1991

COMMENTS FROM PAST PARTICIPANTS

"Small jails are finally getting national recognition...the Administrator's Matrix was very effective."

"Overall, I think this was the best 'eye opening' school I have ever been to. Well suited to jail administrators...the real strong point was the mission of the course and design."

"The seminar was all that I expected and more. An enjoyable experience in learning to last a lifetime."

"...I am very glad to see a program of this nature directed to small jails. We often are forgotten."

NEW

DEVELOPING AND IMPLEMENTING AN EFFECTIVE CAREER DEVELOPMENT PROGRAM

—a 36-hour seminar focusing on career development programs in corrections

Correctional administrators are recognizing the critical importance of matching the needs of their organizations with the skills of their employees. Implementation of a career development program for all employees can assist an agency in these efforts. Such a commitment to the individual through a structured, cohesive program can also help revitalize the correctional work place.

This seminar examines career development strategies as they apply to correctional organizations. Participants learn techniques to either begin a career development program or supplement existing efforts. Key topics include

- General principles of career development;
- Essential components of a career development program;
- Benefits of individual assessments;
- Value of job and task analyses;
- Development of strategies that match individual skills with future job opportunities;
- Necessary steps for implementing a successful career development program;
- Monitoring program effectiveness for continued success.

WHO SHOULD ATTEND

Correctional administrators and managers who have oversight responsibility for career development activities within their organization, such as chief human resource managers, chief personnel officers, and/or chief staff training managers. Applicants must be employed by a state department of corrections.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that describes: 1) their present position and responsibilities, 2) how their position relates to the organization of the agency, 3) the number of staff they supervise, 4) how this seminar relates to their position, and 5) how this seminar will benefit them and their agency.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-P2101	Dec 2-7, 1990	Sep 4, 1990

NEW

PRISON SYSTEM MASTER PLANNING AND DEVELOPMENT

—a 36-hour seminar focusing on the basics of a prison system master plan

Many prison systems are faced with significant growth and restructuring due to crowding, changing inmate profiles, and aging institutions. Development of a prison system master plan would help administrators manage growth and change while preparing to meet the demands of the future.

This seminar helps correctional planning teams identify factors relevant to the development of a prison system master plan. It covers the steps necessary to develop such a plan, including systematic assessments of the known and projected needs of the organization in relation to its mission, the utility of existing facilities, economic and demographic conditions, and internal and external forces. Participants review criteria for analyzing the existing system, future population trends, and implications for planning.

Key topics include:

- The prison system's mission, goals, and objectives;
- The impact of pending legislation, anticipated legislation, and national trends;
- Population profiles and composition and the impact of legislation and trends in sentencing and release;
- Analyzing existing facilities for continued short- and long-term use;
- System capacity and limitations for multiple occupancy;
- The purpose and utilization of space and the potential for expansion of existing facilities or on existing sites;
- Centralized services and the development of prison complexes;
- The economic and community impact associated with facility utilization;
- Preparation and presentation of a master plan and funding needs.

WHO SHOULD ATTEND

Three-person teams that include the administrator, deputy administrator, or division administrator responsible for state prison planning and development; a state legislator or legislative analyst with a committee assignment related to prison planning, construction, or funding; and a state prison facilities planner/architect.

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement, signed by the state director of corrections, that describes: 1) their present position and responsibilities, 2) how their present assignments relate to facility/program planning and development, and 3) how this seminar will benefit them and their agency.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-P2201	Mar 3-8, 1991	Dec 3, 1990

PRISON INDUSTRIES MARKETING STRATEGIES

—a 36-hour seminar that focuses on improving and expanding marketing of prison industries products and services

It is generally recognized by prison industries directors and correctional administrators that marketing strategies have traditionally not been fully implemented in the prison industry setting. They agree that greater emphasis must be placed on the development of long-range marketing plans that focus on enhancing marketing programs, developing new markets, improving marketing techniques, expanding customer bases, and computerizing sales if prison industries are to realize real growth.

Participants in this seminar review the strategic planning process and how to best market correctional industry programs. They learn to develop both a marketing plan and a sales plan, as well as how to analyze marketing research.

The curriculum covers:

- Strategic planning;
- Marketing plan development;
- Sales plan development;
- Marketing an image;
- Marketing programs, products, and services;
- Marketing new products and expanding product lines;
- Marketing research.

WHO SHOULD ATTEND

Two-person teams from state prison systems, consisting of the prison industries director and marketing manager (or person responsible for marketing and sales).

APPLICATION REQUIREMENTS

Applicant teams must attach to their applications a statement that describes: 1) their present positions and responsibilities, 2) the number of staff they supervise or train, 3) how their positions relate to the organization, 4) how this seminar relates to their positions, and 5) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-P0501	Jun 2-7, 1991	Mar 1, 1991

COMMENTS FROM PAST PARTICIPANTS

"Group participation was a key factor in this seminar. Teamwork was the major emphasis."

"Networking was excellent."

"Organized, clear, and developed total awareness of issues."

"The quality of participants, exchange of information, support, and team development were excellent."

RECRUITMENT STRATEGIES FOR THE 1990s

—a 36-hour seminar that focuses on effective and proven recruitment strategies

Effective recruiting requires the blending of several strategies so that a correctional agency can customize a program to meet its needs. Sound recruitment strategies must be complemented by solid long-range planning, appropriately trained recruiters, creative advertising, ongoing management support, wise use of resources, and continual evaluation.

This seminar examines recruitment strategies as they apply to correctional organizations. Participants learn techniques to either begin a program or supplement existing recruitment efforts. Key topics covered include:

- Characteristics of the future workforce;
- Development of recruitment plans;
- Recruitment strategies for correctional organizations of any size or at any location;
- Alternatives to recruitment;
- Development of professional recruiters and recruitment materials;
- Creativity in recruitment;
- Recognition of cultural sensitivities;
- Development of recruitment resources;
- Effective use of evaluations;
- Legal issues.

WHO SHOULD ATTEND

Correctional administrators and managers who have oversight responsibility for recruitment activities within their organization, such as chief personnel officers, chief recruitment officers, chief affirmative action officers, and/or chief career development officers. Applicants must be employed by a state department of corrections.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that describes: 1) their present position and responsibilities, 2) how their position relates to the organization of the agency, and 3) how this seminar will benefit them and their agency.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-P1901	Apr 21-26, 1991	Jan 21, 1991

EVALUATING OBJECTIVE CLASSIFICATION SYSTEMS

—a 36-hour seminar on using operational and empirical criteria to evaluate an objective classification system

Many correctional agencies have implemented objective classification, but few have actually evaluated their classification systems to determine if they are fulfilling their goals. Since critical management and public safety decisions (institutional assignments, custody reviews, program involvement, and release eligibility) are often based on the results of objective classification, it is essential that correctional managers are confident that their classification system is sound.

This seminar trains participants in designing and implementing evaluation procedures for their department's objective classification system. Participants have an opportunity to become proficient in the organization and documentation of evaluation methodologies.

The curriculum covers:

- Staff involvement in the evaluation process;
- Design of an evaluation instrument;
- Legal ramifications of the evaluation;
- Implementation of the evaluation process;
- Plans for reevaluation.

WHO SHOULD ATTEND

Prison managers who have primary responsibility at the departmental level for the planning and operation of an objective inmate classification system, such as the chief of classification and the chief of research and planning or systems development. Preference will be given to applications from two-person teams comprised of individuals in these positions.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that describes: 1) their present position and responsibilities, 2) the number of staff they supervise or train, 3) how this seminar relates to their position, and 4) how this seminar will benefit them and their agency. Persons applying as a team must each complete a separate application, but only one supplementary statement covering both team members is required.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-P2001	Feb 10-15, 1991	Nov 6, 1990

CHRONIC AND TRAUMATIC STRESS IN THE PRISON ENVIRONMENT

—a 36-hour stress management program that specifically addresses stress related to prison employment

It is generally recognized that a prison is a stressful work environment. It is not as widely recognized, however, that correctional managers can take practical steps to address stress in the workplace and that they have a responsibility to do so.

This seminar helps participants identify factors in their work environment that have a negative impact on the health, performance, and job satisfaction of employees. It offers practical, non-medical methods of reducing chronic stress and its negative effects. Special emphasis is given to stress related to critical incidents such as an execution, riot, hostage situation, and staff or inmate homicide. Methods of addressing the destructive impact of such incidents on individual staff and the work environment are explored.

The curriculum covers:

- Identifying conditions and events that cause stress;
- Recognizing the destructive impact of stress;
- Initiating a stress audit program in the institution;
- Strategies for responding to chronic stress;
- The manager's role and responsibility in stress management;
- The employee's role in stress reduction;
- Defining the critical incident;
- Models for addressing critical incident stress.

WHO SHOULD ATTEND

Prison administrators and managers with responsibility for institutional operations (e.g., regional directors, wardens/superintendents, assistant or associate wardens/superintendents).

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that describes: 1) their present position and responsibilities, 2) the number of staff they supervise, 3) how this seminar relates to their position, and 4) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
91-P1801	Jul 7-12, 1991	Apr 5, 1991

COMMENTS FROM PAST PARTICIPANTS

"I'm leaving here with six goals...."

"Good, thought-provoking ideas presented."

"Presentations and information [from] staff and consultants were excellent and extremely useful."

"a very thorough seminar."

COMMUNITY CORRECTIONS SPECIAL ISSUE SEMINARS

ORIENTATION FOR PAROLE BOARD MEMBERS

—a 36-hour seminar on various aspects of paroling policy

This seminar provides an orientation for parole board members with little parole training or experience. Participants have the opportunity to discuss mutual concerns and to interact with knowledgeable individuals with extensive parole decisionmaking experience.

Key topics include:

- A national profile of paroling authorities;
- The philosophical and historical context of current parole policies and practices and implications for future developments;
- Factors used by individual jurisdictions in parole release decisionmaking and a national overview;
- Technology, responsibilities, and implications of risk-based parole decisionmaking and community supervision;
- Structured decisionmaking, its rationale, justification, and application in parole;
- Formal and informal methods for effective inter-team communications within a paroling authority;
- The advantages of engaging in proactive public information and strategies for growth and survival;
- Legal issues affecting parole policy and practices;
- The relationship of community supervision and parole release and revocation decisionmaking.

The seminar also provides an opportunity for board members from several jurisdictions to exchange information and experiences about varying parole policy and practices. The curriculum draws heavily on the Institute's past parole seminars and recently completed technical assistance project for parole decisionmaking.

WHO SHOULD ATTEND

Full- or part-time members of adult paroling authorities who have little formal parole training. Preference will be given to applicants with less than one year of experience at the time of the seminar.

APPLICATION REQUIREMENTS

Applicants should attach to their applications a letter stating the date of their appointment and any unique responsibilities. Applications by board members must bear the endorsement of the chairperson; applications by chairpersons must be endorsed by their appointing authority.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-C2101	Jun 23-28, 1991	Mar 23, 1991

COMMENTS FROM PAST PARTICIPANTS

"Excellent training and much needed."

"Relevant and useful information."

"All instructors were excellent and knowledgeable."

"I appreciate the staff's encouragement. Parole board members should attend other NIC offerings."

OFFENDER TREATMENT IN AN ERA OF RISK CONTROL AND PUBLIC PROTECTION

—a 36-hour seminar on the role of community treatment interventions in corrections

Over the last 20 years, concerns about crime and public safety have been reflected in demands for greater accountability and effectiveness of public agencies dealing with criminal offenders. In response, many community corrections agencies adopted an operating style called "risk control."

Risk control requires identification of those offenders most likely to present a danger to the community, as well as appropriate interventions to effectively manage and reduce that danger. Various means of intervention can be used, such as placement in a community residential center, electronic monitoring, or treatment designed to change the offender's behavior.

This seminar focuses on helping community corrections administrators examine policies and activities related to the role of treatment interventions in today's correctional environment. Key topics include:

- Concepts and values underlying the melding of risk control and treatment interventions;
- Identifying and dealing with impediments in the correctional environment that work against combining risk control and treatment as an approach to dealing with offenders in the community;
- Developing appropriate management policies and practices for implementing and maintaining treatment interventions;
- Strategies and organizational conditions that contribute to successful implementation and maintenance of risk management programs.

WHO SHOULD ATTEND

Community program managers who have adopted or are considering adopting an agency mission of risk management and are in a position to affect agency-wide policy and practice. Because this program deals with administrative and policy issues rather than clinical practices, preference will be given to managers rather than clinicians.

APPLICATION REQUIREMENTS

Applicants must attach to their applications a statement that describes: 1) their present position and responsibilities, 2) how their position relates to the organization of the agency, 3) the number of staff they supervise, 4) how this seminar relates to their agency's concerns and needs regarding offender supervision and treatment, and 5) how this seminar will benefit them and their agency.

SEMINAR NUMBER	*SEMINAR DATE*	*APPLICATION DUE DATE*
91-C2601	Mar 17–22, 1991	Dec 17, 1990

OTHER ACADEMY ACTIVITIES

NATIONAL FORUM FOR CORRECTIONAL EXECUTIVES

During fiscal year 1991, the Academy will invite 30 correctional executives to participate in a two-day forum to address critical issues facing corrections today. The objective of the forum is to provide top-level administrators the opportunity to chart new directions and develop recommendations for changes in corrections nationally. The proceedings will be recorded and synthesized in a videotape or publication that will be available to the field through the NIC Information Center.

CURRICULUM DEVELOPMENT

Each year the Academy initiates development of new curriculum packages for use by practitioners and trainers in the corrections field. During fiscal year 1991, a jail administration course will be developed based on the jail administrator job analysis conducted previously by the Academy. Other, smaller curriculum components will be developed to augment and update existing packages.

VIDEOTAPES: PROFILES OF CORRECTIONAL LEADERSHIP

The Academy will continue to develop a series of videotape vignettes demonstrating the skills of successful correctional leaders. The vignettes will consist of several interviews with current or past leaders in corrections who have been at the forefront of such issues as massive organizational change, implementation of a systemwide strategic planning process, and development of new managers and leaders within their agencies. These video profiles will be used in many Academy programs and will be available from the NIC Information Center in late 1991.

SPECIAL TRAINING EVENTS

AUDIOCONFERENCES

The Academy will continue to offer agencies the opportunity to participate in audioconferences during fiscal year 1991. These audioconferences will be used for meetings and training, such as:

- Meetings among graduates of a seminar to discuss outcomes of the action plans they developed during the seminar;
- Training sessions on topics that do not require face-to-face participation, such as legal issues or recent research on correctional topics.

In some cases, participating agencies will be asked to cover their own long distance telephone costs. In other cases, such as training seminars, the Academy will cover all costs for telephone time, electronic bridging among participants, and participant materials. In all cases, participating agencies will need to provide speakerphones or other appropriate receiving equipment, which is available at minimal cost. A copy of the *Audioconference Site Coordinator's Manual*, which contains detailed information and step-by-step checklists, will be supplied to all participating agencies.

CONFERENCE WORKSHOPS

One of the Academy's most cost-efficient means of providing training is to host workshops in conjunction with national conferences. These workshops are conducted at the conference site before or after the conference. Topics are determined based on the needs of the special interest groups attending the conferences. The Academy will conduct up to seven workshops during fiscal year 1991, including:

- **Curriculum Fair**—an 8-hour workshop to be held in conjunction with the American Association of Correctional Training Personnel's conference in Albany, New York, in October 1990. This workshop will provide participants with a variety of training curriculum packages they can use

in their home agencies and several hours of instruction in the use of the materials. The training packages to be available will be announced prior to the conference, and participants will be asked to choose which package they wish to receive. Individuals who have training responsibilities in their agencies may apply to attend the workshop.

- **Administrators Workshop**—an 8-hour workshop to be held immediately prior to the American Correctional Association's 1991 summer congress in Minneapolis, Minnesota. This workshop will focus on a topic selected based on input from agency administrators. For example, the topic may be training in leadership development or management techniques, critical issues currently facing corrections, or new data or research that has major implications for corrections. Administrators of correctional agencies or members of their executive staff may apply to attend the workshop.

More information about these workshops, including the dates and locations, will be announced separately. The Academy will announce additional workshops in conjunction with other major meetings during the year.

Applicants should submit an Academy application as soon as the workshop is announced through letters, brochures, or newsletter articles. Applications must be received by the Academy at least one month before the conference.

Workshops typically are one day in length and are limited to either 12 or 24 participants. Participants are responsible for their own travel and per diem expenses.

SHORT-TERM TECHNICAL ASSISTANCE

The Academy will continue to provide short-term technical assistance in areas related to training. The Academy's technical assistance program represents NIC's commitment to support individual agency efforts to develop and deliver training for prison, jail, and community corrections practitioners.

Technical assistance will be provided to state and local training systems to improve the design, delivery, operation, and evaluation of their training programs. Private organizations providing training services under contract to government agencies are eligible for assistance only if their application is endorsed by and forwarded through the government agency to which they provide those services.

The total cost of any one technical assistance event may not exceed $6,000. Assistance may be provided by an experienced consultant, who is sent to the requesting state or local agency to work onsite with agency staff on one or more specific problems or needs. The assistance will respond directly to the needs identified by the requesting agency. Assistance will usually be provided during a period of 1 to 5 days, but may not exceed 14 days.

Requests for assistance should reflect a significant agency training problem or need. Special consideration will be given to requests where the assistance would have regional impact or build inter-/intra-agency capacity to deliver training. Areas that could be addressed by technical assistance include, but are not limited to:

Identification of Training Needs

- Designing and/or conducting a needs assessment;
- Responding to training mandates;
- Developing the agency's capability to conduct a job or task analysis.

Curriculum Development

- Developing a new curriculum;
- Modifying an existing curriculum.

Strategies for Training Development and Delivery

- Developing competency-based training programs;
- Acquiring or maximizing the use of training technologies;

- Designing or developing alternatives to formal classroom training.

Evaluation of Training Programs

- Evaluating a training program or series;
- Evaluating individual curriculum modules;
- Assessing the impact of training on the target population;
- Evaluating instructional strategies.

Management of Training Systems

- Evaluating the role of training within the organization;
- Assessing the use of training staff;
- Developing methods to manage the training budget;
- Designing a record-keeping/management information system;
- Assessing the use of resources and materials;
- Evaluating the present capacity to train;
- Building system capacity through train-the-trainer programs.

APPLICATION PROCEDURES

To request technical assistance, the executive officer of the agency should submit a letter on official stationery that:

- Identifies the problem(s) for which assistance is sought;
- Suggests a plan or specific action(s) to meet the problem(s);
- Explains why assistance must be obtained at the federal level;
- States the anticipated number of days that assistance would be needed.

Letters requesting technical assistance should be sent to the Technical Assistance Manager, National Institute of Corrections, National Academy of Corrections, 1790 30th Street, Suite 430, Boulder, Colorado 80301.

FEDERAL BUREAU OF PRISONS CO-SPONSORED COURSES

The Federal Bureau of Prisons, in cooperation with the Academy, will make available to state and local correctional agencies a limited number of positions in its specialized management training programs. These programs are usually held at the Bureau's Management and Specialty Training Center in Aurora, Colorado. The National Institute of Corrections will cover the costs of travel and per diem for state and local Academy-sponsored participants. For additional information regarding the courses to be offered, contact the Academy.

NATIONAL CORRECTIONAL TRAINING NETWORK

The Correctional Training Network (CTN) makes it possible for federal, state, and local agencies that conduct training for correctional staff to share training materials. The CTN serves as a coordination point for collecting and disseminating staff training curriculums and materials developed by the Academy and by state and local correctional agencies.

Through the CTN collection at the NIC Information Center, correctional trainers have access to instructor guides and lesson plans, student manuals, and accompanying materials such as discussion guides, tests, additional readings, and audiovisual training materials. Materials are solicited from all segments of the corrections field and are included in the CTN collection only after review and approval by a panel based at the Academy.

Academy-developed training materials are available through the CTN on a loan basis. Numerous curriculum packages are available, including the following titles: *Working with the Female Offender* (revised 1989), *Changing Workforce in Corrections*, *Correctional*

Leadership Development, and *Substance Abuse Programming in Community Corrections*. These curriculum packages contain participant and instructor manuals and, where appropriate, audiovisual aids. The materials can be duplicated and/or adapted by state and local agencies for internal training purposes.

State and local correctional agencies are strongly encouraged to submit curriculum packages for possible inclusion in the CTN collection. If selected, the materials will be distributed for use by other correctional agencies through the NIC Information Center.

All CTN services are free of charge. For more information or to obtain a copy of the *Correctional Training Network Catalog*, contact the NIC Information Center, 1790 30th Street, Suite 130, Boulder, Colorado 80301; telephone 303-939-8877; FAX 303-442-3412.

NATIONAL INSTITUTE OF CORRECTIONS
National Academy of Corrections

Application for Training

To apply, complete and sign this form, attach supplementary statements required in the seminar description, obtain the necessary endorsement, and mail or fax to the National Academy of Corrections, 1790 30th Street, Suite 430, Boulder, Colorado 80301; FAX 303-442-8837. Each item on both sides of this application must be completed to be given consideration. All applications must be received no later than **90 days** prior to the seminar date. Early applications are strongly encouraged. All applications will be acknowledged. Applicants accepted will receive confirmation and additional information about the seminar.

Date of application_____

1. Name _____

2. Social Security No. _____

Note: Disclosure of your Social Security Number is voluntary. NIC collects Social Security Numbers as an identifier for records of training participants. Executive Order No. 9397.

3. Title _____

4. Agency _____

5. Mailing address _____

6. City _____ 7. County _____

8. State_____ 9. Zip Code _____

10. Telephone (____)_____

11. Type of agency (check one):

____1. Federal
____a. Bureau of Prisons
____b. Military
____c. Other
____2. State
____3. Local
____4. Regional
____5. Commonwealth, territory, etc.
____6. Foreign
____7. Private, for profit
____8. Private, not for profit
____9. Other (specify)
_____

12. Primary area of corrections (check one):

____1. Adult jail
____2. Adult community corrections
____3. Adult prison
____4. Staff training
____5. Other (specify)
_____

13. Size of agency or institution:
Number of inmates or clients _____
Number of staff _____

It is the policy of the National Institute of Corrections to ensure that no individual is discriminated against on the basis of race, color, national origin, gender, or handicap in programs or activities funded or conducted by the Institute. To help ensure that the aforementioned protected classes of people are fairly represented in Institute training programs, we are asking the following optional questions numbered 14-16.

14. (Optional) Gender: _____ M _____ F

15. (Optional) Race:
____a. American Indian
____b. Asian
____c. Black
____d. Hispanic
____e. White
____f. Other (specify) _____

16. (Optional) Handicap:
____a. Visually impaired
____b. Hearing impaired
____c. Physically impaired
____d. Other (specify) _____

Indicate specific seminar title and seminar number:

17. Seminar title _____

18. Seminar number _____

19. Dates on which you **cannot** attend _____

20. Is the desired training designed for team participation?

_____Yes _____No

If yes, send applications for all team members together.

I have attached the supplementary statement required in the course description. Also, I understand that I will be required to reside at the training site for the duration of the course and that lodging and meals will be provided.

_____
Signature of Applicant Date

ENDORSEMENT OF APPLICATIONS FOR TRAINING

The Academy will reject as "incomplete" application forms that do not bear the endorsement of the Chief Executive Officer or Administrator of the agency, as defined below.

- For **jail practitioners**—the sheriff, jail administrator, or director of the department of corrections, depending on the organizational structure of the agency.
- For **prison practitioners**—the director or commissioner of the state department of corrections.
- For **community corrections practitioners**—the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**—the warden and senior deputy assistant director for human resources at Central Office.

Individuals from **private organizations** who meet the eligibility requirements must submit with their applications an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter must verify that the private organization is contractually or statutorily required to deliver services to the correctional agency making the endorsement.

Notice to Administrators Making Endorsements: NIC will look favorably upon nominations of individuals and teams that reflect a fair representation of women, minorities, and handicapped persons.

NOMINATION/ENDORSEMENT

Nomination/Endorsement must be made by, or under the name and authority of, the Chief Executive Officer or Administrator as defined above.

I recommend _____ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate will be in a position to effect improvement in our organization. The information provided is accurate and complete.

_____ _____

Signature of Nominator Date (Type or Print Name)

_____ _____

Title of Nominator Telephone (include area code)

best copy available

NATIONAL INSTITUTE OF CORRECTIONS
National Academy of Corrections

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3. Title _____
4. Agency _____
5. Mailing address _____
6. City _____ 7. County _____
8. State_____ 9. Zip Code _____
10. Telephone (____)_____
11. Type of agency (check one):_____

____1. Federal
____a. Bureau of Prisons
____b. Military
____c. Other
____2. State
____3. Local
____4. Regional
____5. Commonwealth, territory, etc.
____6. Foreign
____7. Private, for profit
____8. Private, not for profit
____9. Other (specify)
_____

12. Primary area of corrections (check one):

____1. Adult jail
____2. Adult community corrections
____3. Adult prison
____4. Staff training
____5. Other (specify)
_____

13. Size of agency or institution:
Number of inmates or clients _____
Number of staff _____

It is the policy of the National Institute of Corrections to ensure that no individual is discriminated against on the basis of race, color, national origin, gender, or handicap in programs or activities funded or conducted by the Institute. To help ensure that the aforementioned protected classes of people are fairly represented in Institute training programs, we are asking the following optional questions numbered 14-16.

14. (Optional) Gender: _____ M ____ F

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____e. White
____f. Other (specify) _____

16. (Optional) Handicap:
____a. Visually impaired
____b. Hearing impaired
____c. Physically impaired
____d. Other (specify) _____

Indicate specific seminar title and seminar number:

17. Seminar title _____
18. Seminar number _____
19. Dates on which you cannot attend _____
20. Is the desired training designed for team participation?

_____Yes _____No

If yes, send applications for all team members together.

I have attached the supplementary statement required in the course description. Also, I understand that I will be required to reside at the training site for the duration of the course and that lodging and meals will be provided.

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I recommend _____ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate will be in a position to effect improvement in our organization. The information provided is accurate and complete.

_____ _____

Signature of Nominator Date (Type or Print Name)

_____ _____

Title of Nominator Telephone (include area code)

GPO 776-137 7/90

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